ARMY ENVIRONMENTAL CAMPAIGN PLAN

EXECUTIVE SUMMARY

The Army Environmental Campaign Plan integrates environmental stewardship with the Army's Transformation Strategy. This plan also builds on the *U.S. Army Environmental Strategy into the 21st Century*, published in 1992, by responding to new challenges inherent in the Army's transformation to a more responsive, deployable, agile, versatile, lethal, survivable, and sustainable instrument of national power.

Four focus areas are identified to add greater, three-dimensional depth to the "four pillars" of Compliance, Restoration, Prevention, and Conservation, identified in the environmental strategy. These focus areas are Requirements, Acquisition, and Logistics; Training and Doctrine; Installation Management; and Operations. They define the programs and initiatives considered critical to sustaining military readiness, while at the same time preserving the environment, energy resources, and the health and safety of all Army members and their families.

This plan also provides for implementing actions, in the form of an Operational Directive, and oversight, in'the form of a Transformation Environmental Management Group:

Operational Directive. Required implementing actions are identified in the plan's *Operational Directive*, which delineates the issues, provides supporting discussion, recommends actions required, and identifies responsible organizations to support initial operations. As this plan matures along with the Army's transformation, opportunities for further improvement may arise, and, where appropriate, be incorporated as changes to the basic plan or operational directive.

Transformation Environmental Management Group. Oversight is a function of the *Transformation Environmental Management Group (TEMG)*, consisting of a Council of Colonels, an Environmental Operations and Management Working Group, Executive Steering Committee, and Board of Directors. The Group's mission is to ensure the consistency of implementing efforts with the Army Transformation Strategy, adequacy of resources to support actions identified in the Operational Directive, and a capability for continuous improvement and innovation. Representatives from the MACOMs participate in all the groups and committees constituted under the TEMG.

The combined effect of these activities is to build and sustain an Army better able to integrate environmental stewardship into all aspects of its mission. They provide a true interdisciplinary approach to environmental stewardship and management, and develop partnerships that leverage scarce resources and enhance commitment. Most critically, these requirements support directly the ultimate beneficiaries of a healthy environment - Army members and their families, and the lands upon which they live and train.

1. SITUATION

Strategic intent. The Army Environmental Campaign Plan describes how the Army's campaign unfolds to make environmental stewardship an integral component of readiness and successful mission accomplishment. The essence of environmental stewardship is responsibility; readiness and reduced costs are a function of concern for the environment.

To this end, this plan describes the:

- Relationship to the Army Transformation Strategy,
- Relationship to the Army's Environmental Strategy,
- Mission and objectives to be accomplished,
- Decision points to assess the need for change,
- Resources to be leveraged, and
- Requirements for successful implementation and oversight.

The goal inherent in this plan is to use the Army's unique competencies, network of relationships, and available resources to establish a wholly new basis for managing the integration of environmental stewardship with operational missions. Achieving this goal enables the Army to emerge as a dominant leader in the field of environmental stewardship.

This plan, while focusing on the role of the environment in the Army's transformation, is not meant to preclude the importance of integrating safety and occupational health programs and processes into the environmental management efforts. The health and safety of Army members are a direct function of the health of the environment. Commanders and managers at ***all*** levels are enjoined to develop greater integration of these activities, and to ensure readiness initiatives receive the benefit of a coordinated environmental, safety, and occupational health response.

Relationship to the Army Transformation Strategy. Principal objectives of the Army's transformation are to achieve dominance across the full spectrum of operations and to serve as a professionally rewarding and personally enriching institution for all its members and their families. Three separate yet interdependent axes are organized to achieve these objectives: Trained and Ready, Transforming the Operational Force, and Transforming the Institutional Army (see Fig. 1, page 3). A supporting physical and manmade environment, enhanced further by ethics and institutions that foster effective environmental stewardship, is an essential underpinning of transformation. Specifically, effective environmental stewardship on the part of the Army:

- Assists in securing and sustaining readiness and power projection platforms,
- Assists the Nation in meeting complex environmentally related security challenges,
- Supports the well being of Army members and their families, and
- Causes the American public and global community to accept the Army as a strong steward of the environment.

TRANSFORMATION CONCEPT AND PHASING

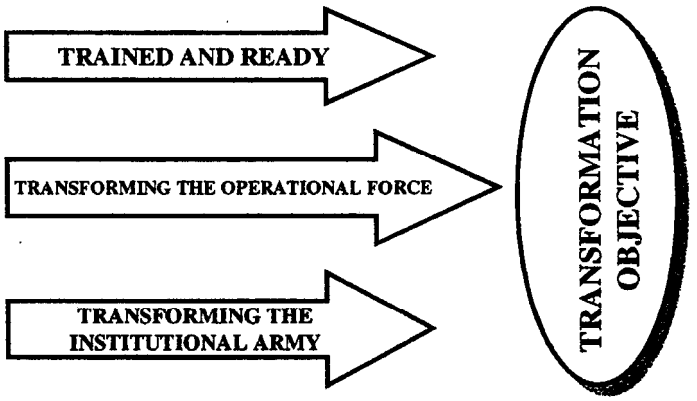

Fig. 1. Transformation Axes

The Army Transformation Strategy begins by observing that "As long as people live on lands – as long as they travel, build homes, draw resources, establish governments, and practice their faith on land – land forces, and their threatened or actual use, will remain a strategically decisive element of military power." *It is the Army's interaction with land, air, water, and local communities that give rise to the strategic context of the Army Environmental Campaign Plan.*

The potential for environmental disasters with worldwide consequences stimulates the need for maintaining environmental stewardship while sustaining readiness. Today, and in the future, the social, political, military, technological, and informational challenges inherent in planning must therefore incorporate the environmental challenge.

a. External

Environmental laws and regulations continue to evolve and must be considered and fully integrated with all future Army plans and operations. The Army must also consider the complete population of stakeholders – other Service Components, the Office of the Secretary of Defense, the warfighting commands, allies and coalition partners other government agencies, industry, Congress, and the American people. Further, the National Military Strategy directs the Army to be capable of responding to a full spectrum of operations by promoting and protecting U.S. interests in peace, crisis, and war. Problems in managing the environment could impact severely on the speed, cost, and efficiency of

Army responses, therefore furthering the importance of developing an integrated environmental-readiness capability.

It is therefore incumbent upon all concerned that soldiers and their families, and the civilian workforce and their families, live and work in environments that provide good health, safety, and environmental stewardship. The Army must pursue actively policies, programs, and capabilities that anticipate, evaluate, and control environmental factors. Through such action, the Army will be able to *prevent* adverse health, safety, and performance results, as well as irreparable and unnecessary damage to limited environmental resources.

The Army's transformation strategy drives to an objective force that must be a responsive, deployable, agile, versatile, lethal, survivable, and sustainable instrument of national power. The environmental strategy enhances each of these characteristics by assisting in securing and sustaining readiness and mobilization platforms, supporting the well being of all Army members and their families, and assisting the Nation in meeting increasingly complex national and international environmental security challenges. The prime objective of the Army Environmental Campaign Plan is to reinforce unit readiness and the ability to fight and win the Nation's wars through sound environmental stewardship.

The potential for environmental disasters with worldwide consequences and the increasingly global nature of Army missions stimulate the need for new ways of sustaining readiness, while at the same time maintaining environmental stewardship. The need for this stewardship is made all the more crucial in light of the ever increasing proliferation of environmental legislation and regulations, and a global community increasingly aware of and sensitive to environmental issues.

The Army is steward to over 12 million acres of land, with over 90 per cent devoted to training and testing lands. There are 12,000 environmental restoration sites, 12,000 cultural and historical properties to maintain, and nearly 1,200 installations, 400 of which are major facilities. Hosts of federal, tribal, state, and local regulatory agencies, foreign nations, concerned environmental groups, activists, non-government organizations, private volunteer organizations, and other government-sponsored groups are vigilant for abuses of environmental stewardship.

Along with heightened public concern and involvement, evolving military challenges add a new level of complexity to the Army mission. For example, cyber-attacks on government institutions are a distinct possibility. Eco-terrorism, as conveyed graphically by the burning oil fields of Kuwait during the Persian Gulf War, must also figure prominently in defense planning. Thus, to meet the Army's nonnegotiable contract with America – to fight and win the Nation's wars – Army environmental programs must support the readiness of training and testing land and ranges, installations, and operations, while maintaining sound environmental stewardship.

b. Internal

Army environmental policy must translate directly into requirements, authority, and actions to ensure the Army trams realistically and operates effectively today and in the future. Environmental compliance, pollution prevention, restoration, and conservation are Army missions, and directly support the essential goal of minimizing the growing costs and potential adverse impacts of future Army operations.

To sustain readiness, the Institutional Army must therefore:

- Develop capabilities to enhance environmental stewardship, to include integrating stewardship requirements with Army missions,
- Have access to and maintain quality training and testing facilities and ranges.
- Conserve the capacity of key Army ranges and lands to support increased training of the current and objective force, and
- Ensure continued access to the quality training, work, and living environments needed to sustain readiness; operate new combat systems; and attract and retain soldiers, civilians, and their families.

Relationship to the Army's Environmental Strategy. *The U.S. Army Environmental Strategy into the 21st Century*, published in 1992, defines the Army commitment to readiness, resource, and environmental challenges. This strategy is wholly consistent with the Army's transformation, providing, as it does, the framework to ensure environmental stewardship is made integral to the mission. As such, the strategy provides a basis for implementing the vision of making the Army "A national leader in environmental and natural resource stewardship for present and future generations as an integral part of our mission."

The "four pillars" of this strategy consist of:

Giving immediate priority to sustained compliance. The Army will ensure current operations at Army installations and civil work projects meet federal, local, and applicable host-nation requirements and regulations. This responsibility includes keeping abreast of changing requirements and establishing relationships with communities and regulators.

Continuing to restore previously contaminated sites as quickly as resources permit. The Army will clean up contaminated sites at Army installations and civil works projects. It must also work closely with the U.S. Environmental Protection Agency, local and regional regulators, and surrounding communities in defining appropriate cleanup measures and schedules for remediation.

Focusing on pollution prevention. The Army will prevent pollution to the greatest extent possible. This includes reducing the **use** of hazardous materials and generation of wastes. The capability required extends from "cradle to grave" – all phases of materiel **manage-**

ment must integrate pollution prevention capabilities into their management scheme. Focusing on pollution prevention at the source also means instilling in all Army members and their families an environmental ethic that changes behavior across the Army, thereby helping to avoid future compliance and restoration problems.

Conserving and preserving natural and cultural resources. In addressing its conservation responsibility, the Army will focus on responsibly managing the environment to ensure an effective balance between long-term resource use and resource protection. In meeting the preservation challenge, the Army will focus resource protection. This means organizing for the future integrity of valuable national resources, such as wetlands, endangered species habitat, and historic and cultural sites.

The Army's environmental strategy recognizes that these activities, while significant in their own right, clearly, do not represent the entire span of responsibility. Commanders – indeed, leaders at all levels – must recognize the development of environmental stewardship as a ***strategic leadership function.*** They must take ownership of this responsibility, with the goal of making concern for the environment, to include the impacts on safety and occupational health, a function of total mission success.

Additionally, Army leaders must expand the scope of their responsibility beyond the "four pillars," and also incorporate the new initiatives identified in this plan. The effect of this more comprehensive and coordinated approach to environmental stewardship is to increase overall the capability by which the Army defines requirements, develops doctrine, trains people, acquires systems, manages installations, reduces costs, and operates across the full spectrum of conflict. Innovative, timely, and proactive responses are needed, and the Army must create them.

In meeting these responsibilities, the Army will:

Commit the chain of command. Army leaders must mirror required behaviors, continuously communicate environmental directives through the chain of command, and ensure their effective implementation.

Organize for success. The Army must build high-quality, multidisciplined organizations that effectively integrate environmental stewardship into all aspects of their missions, roles, and functions.

Spread environmental ethics. As a natural outgrowth of its role as protector of U.S. national and economic security, the Army must instill in all its members and their families the ethic of wisely using and managing, limited environmental resources. In everything it does, the Army must demonstrate sound environmental stewardship.

Train and educate the force. The Army must make environmental stewardship an integral part of all Army training activities, ensuring the education, awareness, and capability necessary to promote environmental stewardship.

Leverage resources. The Army must apply resources to environmental requirements in the most effective manner possible, ensuring the cost of environmental protection is included in the costs of maintaining a ready, well-quipped, and well-trained Army. It must employ innovative, cost-effective approaches to environmental problems and opportunities, to include exploiting latest advances in informational and environmental technology.

Harness market forces. The Army must exploit its ability to influence the market in powerful and meaningful ways. It must consider environmental requirements as an integral, life-cycle component of acquisition management, and work with suppliers to develop more environmentally benign products and systems. Harnessing market forces also means working with the private sector in sharing innovations, technologies, and ideas to preserve and enhance the environment.

Taken together, these imperatives build and sustain Army organizations capable of integrating environmental stewardship into all aspects of their mission. They foster a true interdisciplinary approach to environmental leadership and management, and to partnerships that leverage scarce resources and enhance commitment. In the end, they focus squarely on the ultimate beneficiaries of a healthy environment – Army members and their families, and the lands upon which they live and train. Army lands are America's lands.

2. MISSION

The Army will anticipate operational impacts of environmental stewardship on transformation objectives. The Army will also develop its leaders to demonstrate environmental stewardship by wisely managing its environmental resources and instilling these values in each soldier.

3. DECISION POINTS

Milestones associated with the Army's transformation – such as those governing the creation of the Initial Force, Interim Force, and Objective Force – provide Army leaders an opportunity to assess this plan for its ability to enhance or detract from developing the capabilities required. Decision points should also organize around objectives established in action planning around the issues outlined in the Operational Directive published in conjunction with this plan (see Section 5, Operations). Finally, another decision set should be organized around such external factors as scientific and technological advances, changes in the military situation, the availability of energy, and unexpected changes in the physical environment.

4. RESOURCES

Resources include people, money, crucial physical assets, and time allocated to implementing the Army Environmental Campaign Plan, including "reserves" earmarked for use if needed to exploit success or avert failure. For the purposes of this plan, resource management is defined as

the process that applies a total portfolio of resources, not simply dollars, to the challenge of making environmental stewardship integral to mission success.

Partnership, up front, with the financial managers and managers for requirements determination in implementing this plan is essential. Partnerships must also be forged with such key external stakeholders as industry; the other Services; local communities; and federal, regional, local regulators. The goal is to ***design for cooperation*** by developing relationships and processes that:

- Take into account each partner's strengths, needs, and weaknesses,
- Optimize combined resources,
- Allow for timely decisionmaking, and
- Create new and greater value than would be achieved by each partner acting alone.

Designing for cooperation also means developing relationships with the Secretary of the Army **and** other core DoD managers, such as the Chairman of the Joint Chiefs of Staff and Deputy Secretary of Defense, to ensure decisionmaking continuously reflects environmental capabilities **as** an integral and essential component of total defense readiness. Finally, designing for cooperation means a commitment to nurturing these relationships continuously. It recognizes that even limited lapses of time can cause concern for the environment to drop to a lower priority and, in a short time, compromise their value to our Army.

At every level of command, leaders must improve, or develop anew, programs that:

- Better concentrate resources on achieving planning objectives,
- Better leverage a combination of resources to achieve a higher-order value,
- Conserve resources to the extent possible, to include the limited supply of energy, and
- Minimize the time between expenditure of resources and return on investment.

For the major Army commands, effective resource management programs will be defined increasingly by their exploitation of advances in information technology and use of innovative practices to better manage cuts in personnel, constrained resources, and additional workloads. Training Army members in understanding the meaning and application of environmental stewardship is also an essential component of this process.

5. OPERATIONS

a. Concept of Operations

Responsibility for ensuring environmental stewardship is made integral to the Army rests, initially, with the commands and their supporting teams organized around the four focus areas of Requirements, Acquisition, and Logistics; Training and Doctrine, Installation Management; and Operations. Roles and responsibilities related to these focus areas are delineated in Paragraph "c" (Focus Areas) and in the Operational Directive, published in conjunction with this plan.

The designated Major Army Command (MACOM) or functional department will carry out actions defined in these focus areas of the Operational Directive, with assistance from those supporting organizations also designated in these documents. Lead organizations are responsible for ensuring the products and programs resulting from their focus areas support and strengthen the Army's transformation strategy. The measures of success will be judged by the metrics established for each objective. Performance measures established by lead organizations should be balanced to ensure appropriate attention to nonfinancial as well as financial indicators of success.

The conceptual approach is organized around not only fulfilling requirements established at the outset of planning, but also continuously improving identified issues as well as conditions associated with these issues. As objectives are fulfilled, the metrics developed are used to judge the degree of success that, in turn, will be reviewed by senior-level members of the Transformation Environmental Management Group. The responsibilities of this group are delineated in Paragraph "e" (Transformation Environmental Management).

b. Major Objectives

The objectives of the Army Environmental Campaign Plan are to:

- Ensure all leaders and other members of the Army (active, reserve, civilian, and contractors) understand that environmental stewardship is inherent in each of their respective jobs, and are educated and trained in appropriate environmental disciplines, to include the pursuit of continuous learning,

- Ensure environmental stewardship **is** included in the full spectrum of military operations, from peacekeeping to major theater war and incorporated in the implementation of the Army's transformation strategy,

- Ensure the Army identifies and prioritizes its environmental investments in such a manner as to make maximum use of available resources,

- Increase Army readiness and reduce costs through better investments in environmental management capabilities, to include effectively managing the limited supply of energy resources,

- Develop an Army accepted by the American people and global community as an effective steward of the environment, and an organization that continuously promotes the safety and health of all its members,

- Ensure all commands and functional departments recognize their respective roles in protecting the forces and the environment, and make environmental stewardship integral to their missions, and

- Ensure an environmental strategy aligned to overall United States defense and national objectives, and supports those alliances and coalitions in which Army forces participate.

c. Focus Areas

General. This plan consists of four *focus ureas* organized to support the transformation axes of Trained and Ready, Transforming the Operational Force, and Transforming the Institutional Army, portrayed in Fig. 1. These focus areas are Requirements, Acquisition, and Logistics; Training and Doctrine; Installation Management; and Operations, as shown in Fig. 2.

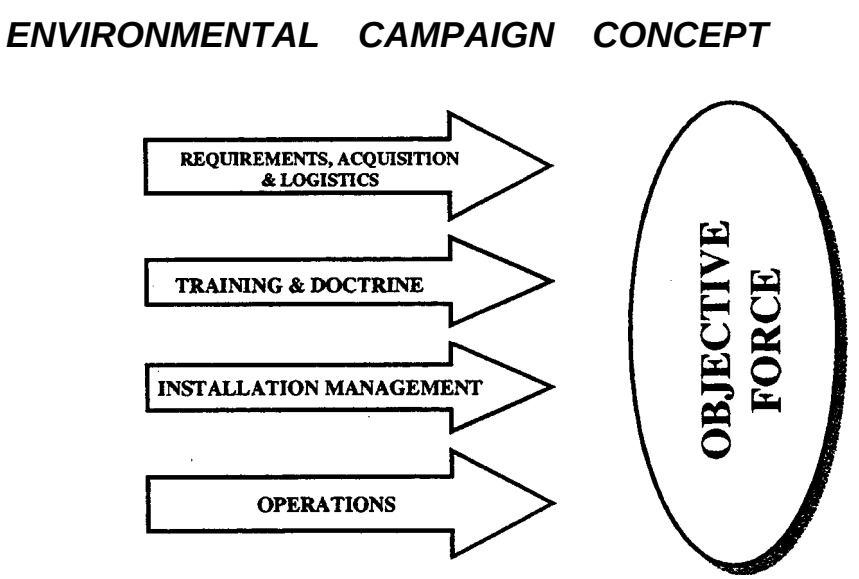

Fig. 2. Focus Areas

Each focus area has individual implementing actions and assigned responsibilities. Additionally, the measures established for each objective will allow the capability to track and evaluate performance against expectations, and to serve as a basis for continuous improvement and innovation. Together, these critical, synchronized and integrated operations will enable the Army to realize its transformation objectives of ensuring readiness and maintaining environmental stewardship.

Requirements, Acquisition, and Logistics. This focus area integrates environmental considerations across all three transformation axes – Trained and Ready, Transforming the Operational Force, and Transforming the Institutional Army – and addresses specifically environmental support to:

- Research and development,
- Testing,
- Redesigning equipment,
- Emerging weapons systems,
- Environmental life-cycle management; and
- Procurement activities to ensure systems are "greener," but still maintain lethality, cost effectiveness, and efficiency.

This focus area also addresses the environmental support to transformation tenets of:

- Reducing acquisition cycles,
- Transitioning to process-based organizational designs,
- Developing and acquiring advanced environmental technologies,
- Continuing force modernization through the combat development and recapitalization processes,
- Enjoining commanders, program executive officers, program managers, and the heads of operating agencies to develop capabilities within the context of joint interoperability and the Army's ability to fight as part of multinational coalitions, and
- Developing Army partnerships with industry to develop systems compatible with these requirements is essential; innovation will be encouraged and rewarded.

The goal of this focus area is development of innovative, stewardship-focused environmental capabilities, not simply compliance. The era of "getting by" is over.

Training and Doctrine. This focus supports the Trained and Ready Axis. It creates a single proponent for environmental stewardship in the U.S. Army Engineer School (USAES). USAES will develop integrated approaches to environmental doctrine development; leader development; and military/civilian environmental training in support of transformation objectives and the four pillars of compliance, prevention, restoration, and conservation. This focus area also addresses environmental requirements involved in:

- Manning the force,
- Training to warfighting standards,
- Incorporating Joint and Multinational warfare requirements into Army operations, and
- Investing in quality people.

The USAES will integrate environmental capabilities and considerations across DTLOMS [Doctrine, Training, Leader Development, Organization, Materiel and Soldier] domains. This integration will include initiatives to improve leader development in both military and civilian courses of instruction. Included as well will be the integration of environmental protection and security concerns during joint exercises.

Another key component of this focus area is to act as the integrator for the collection of information and development of a system to share lessons learned, best practices, and tactics, techniques, and procedures (TTPs), and to incorporate these into Army and Joint Services doctrine. This system will be developed in conjunction with the Center for Army Lessons Learned. The goal here is to ensure that lessons learned and best practices developed in one Army organization are adapted by all organizations, wherever appropriate. Chief information officers (CIOs), working in partnership with commanders and functional managers, will examine their current information technology infrastructure in terms of its support for the changes required and make appropriate recommendations for improvement.

The goal of this focus area is to build to a professionally competent force with skills, knowledge, and environmental ethics that are adaptive over the full spectrum of operations.

Installation Management. The Installation Management focus area supports the Transformation of the Institutional Army Axis. It does this by developing approaches to assist installations and infrastructure support agencies in their transformation to more effective power projection platforms, while meeting the attendant challenges of increased compliance, restoration, pollution prevention, and conservation of natural and cultural resources.

This focus area addresses the environmental support to transformation tenets of:

- Quickly creating and projecting an appropriate, capable force anywhere in the world,
- Anticipating future organization needs,
- Employing information age technologies,
- Organizing around core processes,
- Eliminating unnecessary functional entities, and
- Creating an organization focused on continuous learning and improvement.

Goals include protecting land for training and testing, supporting readiness and sustaining training and testing lands and ranges, preserving the capability to train as we fight, improving roles as power projection platforms, providing a healthy environment for soldiers and families, and maintaining environmental stewardship respected by the public. Prime goals are to:

- Manage the natural and manmade components of the installation's environment as one operational whole, not as two differentiated functions,

- Enhance the capability of installations as deployment platforms, and

- Become more efficient in the *consumption* of resources, natural and manmade, so that the power projection capabilities and considerations are fully integrated with the Army's transformation objectives.

Operations. The Operations focus area supports the Transforming the Operational Force Axis by enhancing capabilities of Army forces to meet environmental stewardship requirements while maintaining maximum readiness during mobilization surges, deployment, employment, and redeployment. This focus area addresses the environmental support to Joint strategy and concepts, Army doctrine, operational force design, deploying and sustaining the force. Additional initiatives include civil-military relations, energy management, environmental preparation of the battlefield, emerging nontraditional security issues, and development of capabilities to address new defense requirements.

d. Continuous Improvement and Innovation

Integration with Army Transformation Strategy. The Army Environmental Campaign Plan is integrated continuously with the Army Transformation Strategy. Senior Army leadership supports environmental capabilities and considerations that lead to successful creation of the Objective Force, as delineated in the Army Transformation Strategy. Environmental focus areas are synchronized with the three transformation axes to meet senior Army leadership challenges to identify, prioritize, and leverage the best type of investments, allowing more resources to be used for readiness purposes. Specifically:

- The well-being of the Army is supported by integrating environmental capabilities and considerations as the Army undertakes bold and dramatic reengineering of institutional, operational, and training structures, programs, and processes.

- The Army Environmental Campaign Plan assists the Army in meeting readiness requirements by ensuring, to the maximum extent possible, that Army operations are conducted under safe and healthy conditions, with minimum adverse impact on the environment.

- As a consequence of these initiatives, the Army Environmental Campaign Plan also assists in reinforcing the acceptance of the Army on the part of the American people as a strong environmental steward.

Simultaneous execution of focus areas in support of the Army's transformation strategy and the Trained and Ready, Transforming the Operational Force, and Transforming the Institutional Army "axes of advance" is therefore required. The function of each focus area is only as good as its support for a trained and ready Army, and an Institutional Army and Operational Force transformed to become strategically responsive and dominant at every point on the spectrum of operations. Conversely, this objective cannot be achieved without making environmental capabilities and considerations integral to all aspects of that transformation.

Fig. 3, page 14, overlays the four focus areas with the transformation axes and key milestones to show the type integrated and synchronized relationship required.

Force Transformation Strategy -- Environmental Campaign Plan Relationships

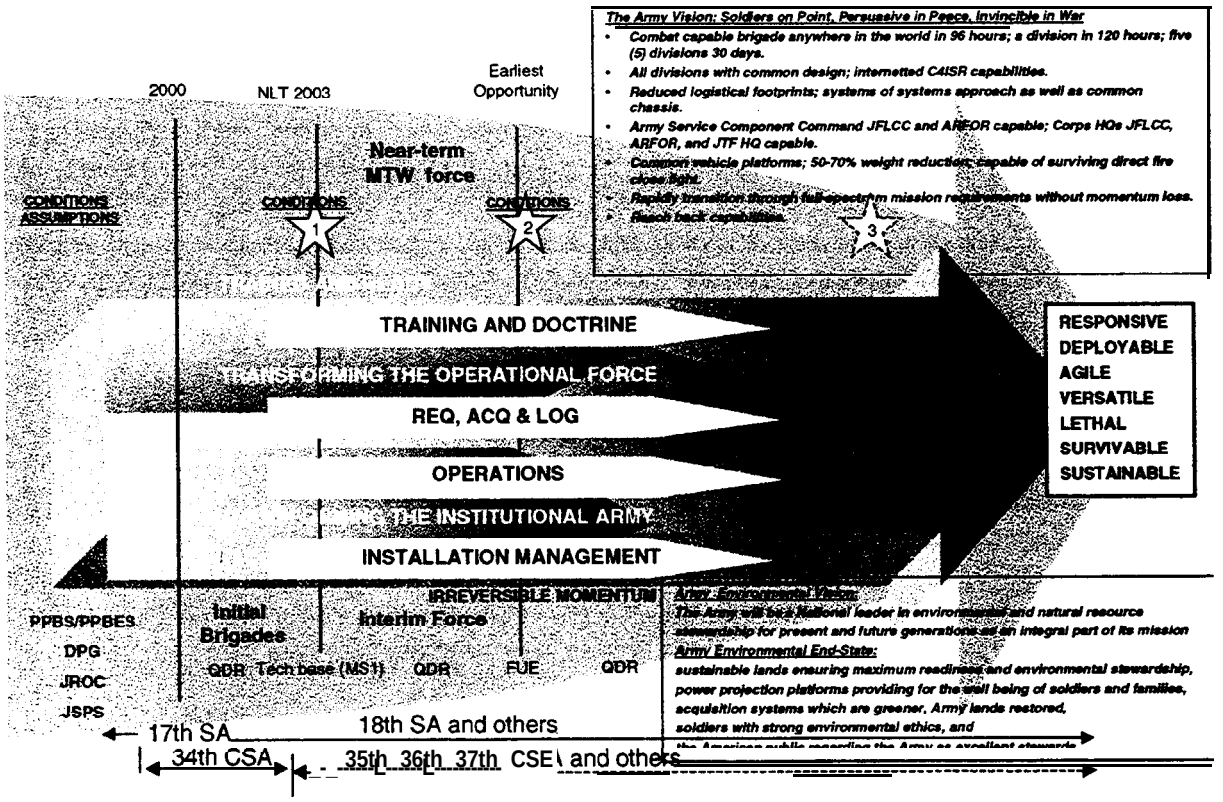

Fig 3: Focus Areas "Overlay" with Transformation Axes

e. Transformation Environmental Management

Background. The Army's relevance lies in its ability to respond rapidly to a full spectrum of operations, prepare now for tomorrow's uncertain future, and manage its people and all available resources in the most effective manner possible. To this end, the Army is embarking on a strategy to transform its capabilities into a more adaptable, lethal, and responsive instrument of national power. The environmental campaign plan is organized to support this transformation. It is also organized to help ensure the Army's requirements are met under safe and healthy conditions, with minimum adverse impacts on the environment.

Implementing the Campaign Plan. Transforming the manner in which our Army manages the environment requires new approaches and new ways of thinking. This entails new processes and redesign of organizations to provide the necessary emphasis, as well as access for interests and capabilities not previously included in environmental management. Effective focus and resolution of environmental issues require both top-level leadership participation and grass roots-level involvement. The environment has increasingly become a focus issue of America's citizens and the failure to properly engage these issues, corporately, may restrict the Army's ability to maintain proper training and readiness, as well as the ability to mobilize quickly.

"Front Line" Execution. The key to successfully implementing this campaign plan rests with the MACOMs and functional departments designated in the Operational Directive. These organizations and their supporting teams bring with them the experience and insights essential to effective environmental stewardship. (See also paragraph "6," Operational Directive.)

Transformation Environment Management Group. The Transformation Environmental Management Group (TEMG), depicted at Fig. 4, represents the leadership group and management process organized to:

- Ensure successful implementation of the entire Army Environmental Strategy and Campaign Plan,
- Respond to requirements of the Operational Directive,
- Oversee successful implementation of each focus area,
- Better link the Army Planning, Programming, Budgeting, and Execution System (PPBES) to environmental requirements, and
- Develop the capability for continuous improvement and innovation, to include corporate measures of success.

Council of Colonels (COC). A TEMG Council of Colonels (COC) serves as a body that initiates the process of addressing any environmental issue or opportunity that may merit senior-level attention (Army Staff and Secretariat). A key task of the COC is to monitor implementation of each of the four focus areas. Routine issues related to these focus areas are addressed through existing bodies and organizations. The TEMG COC obtains information from various sources, to include its own members.

COC members come from, or are closely attuned to, a cross-section of the total Army. As a minimum, the COC will consist of members from each of the land-holding MACOMs, the Office of the Assistant Secretary of the Army for Installations and Environment, the Office of the Assistant Secretary of the Army (Acquisition, Logistics, and Technology), the Office of the Deputy Chief of Staff for Operations and Plans (ODCSOPS), the Office of the Deputy Chief of Staff for Logistics (ODCSLOG), the Office of the Office of the Assistant Chief of Staff for Installation Management (OACSIM), the U.S. Army Safety Center, and the Office of the Surgeon General. A knowledgeable colonel from OACSIM or ODCSOPS will chair the COC.

Consistent with the mission of each parent organization, each member will be familiar with all four of the Army Environmental Campaign Plan's focus areas, as well as the mission enablers (e.g., people, resources, management/organization, and communication). This body, through its knowledge and synergy of interests, will identify issues and opportunities that confront the Army and are of sufficient magnitude to require senior-level attention. As its first order of business, the COC will draft and staff its charter for approval by senior members of the TEMG.

Environmental Operations and Management Working Group (EOMWG). Issues deemed to be of sufficient weight for consideration will be prepared and forwarded semi-annually to a working group composed of two-star-level officers and equivalent civilian executives (e.g., Deputy Assistant Secretary of the Army for Environment, Safety, and Occupational Health) for review, refinement, recommendations, and, in some cases, approval at that level. The EOMWG is cochaired by the Assistant Chief of Staff for Installation Management (ACSIM) and the Assistant Deputy Chief of Staff for Operations and Plans (ADCSOPS).

Issues accepted by the leadership of the EOMWG will be assigned exclusively or cooperatively to supporting committees assigned to this group. The EOMWG will provide guidance to these supporting committees as to its intent with regard to the issue at stake (e.g., develop information, prepare options, and present recommendations). Supporting committees will include groups focused on installation management, training, operations, environment, or financial management. The group assigned to develop each issue performs the required actions and submits them to the EOMWG leadership. The EOMWG prepares the appropriate documentation and provides it to an Executive Steering Committee, which is a three-star level committee.

Executive Steering Committee (ESC). This three star-level group, operating in coordination with the Principal Deputy Assistant Secretary of the Army for Installations and Environment, screens issues for the four-star-level Board of Directors (see below) and determines whether issues should be forwarded, returned for action to an existing organization, or otherwise directed for disposition. The committee, with appropriate supporting information, options, and recommendations, forwards issues meriting attention by the Army Vice Chief of Staff and Under Secretary of the Army.

Board of Directors (BOD). This four-star-level group, operating in coordination with the Assistant Secretary of the Army for Installations and Environment, will make a final determination on how issues are to be addressed. To this end, the four-star BOD directs the ACSIM and DCSOPS on the decisions made and on changes that need to be made. Directions may be to either, both or none of the offices for implementation of the decisions made. The ACSIM and ADCSOPS will execute the actions assigned to them and report back in a manner to be established by the BOD.

See Fig. 4, page 17, for a visual depiction of the TEMG.

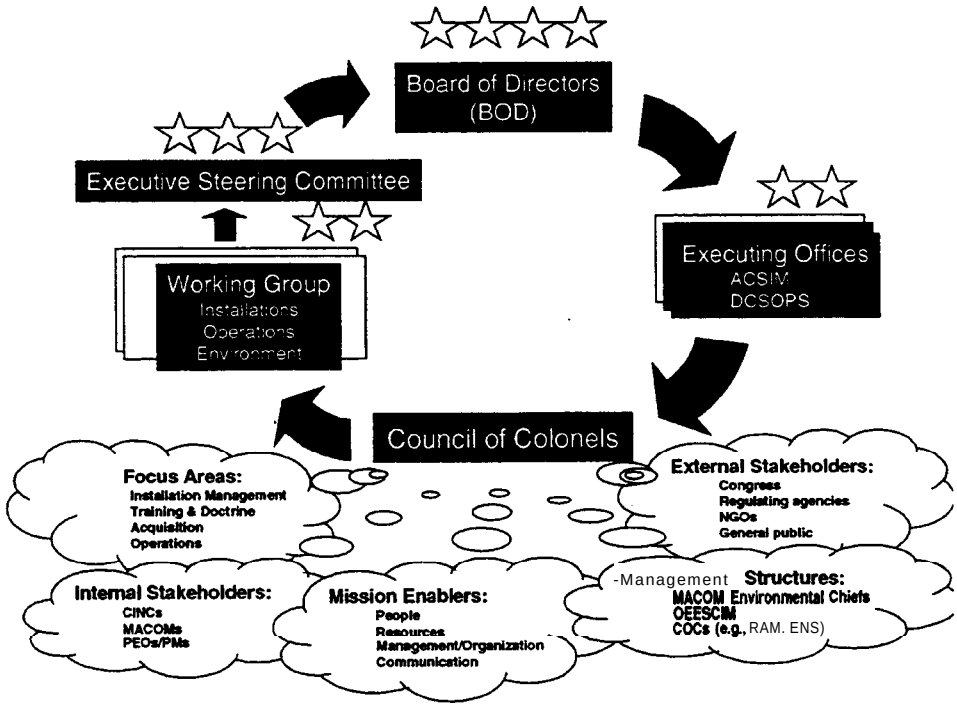

Fig. 4. Transformation Environmental Management Group

Linkage to the PPBES. The DCSOPS and ACSIM will provide the linkage between the TEMG BOD and the resource management system [Army Planning, Programming, Budgeting, and Execution System (PPBES)]. This is done by taking BOD decisions and guidance and publishing them as *executive* directives to the Director, Program Analysis and Evaluation (DPA&E), ASA for Financial Management and Comptroller, and DCSOPS. These directives are then incorporated into the Army Program Guidance Memorandum and budget guidance, as well as more specific implementing directives to the MACOMs and other designated activities.

The DCSOPS-ACSIM linkage to the PPBES should not preclude establishing partnerships with financial managers and requirements developers early in the planning process as a means of ensuring a resource perspective and prompt approval of decisions at the BOD level. See Fig. 5, page 18, for a visual depiction of the TEMG-PPBES relationship.

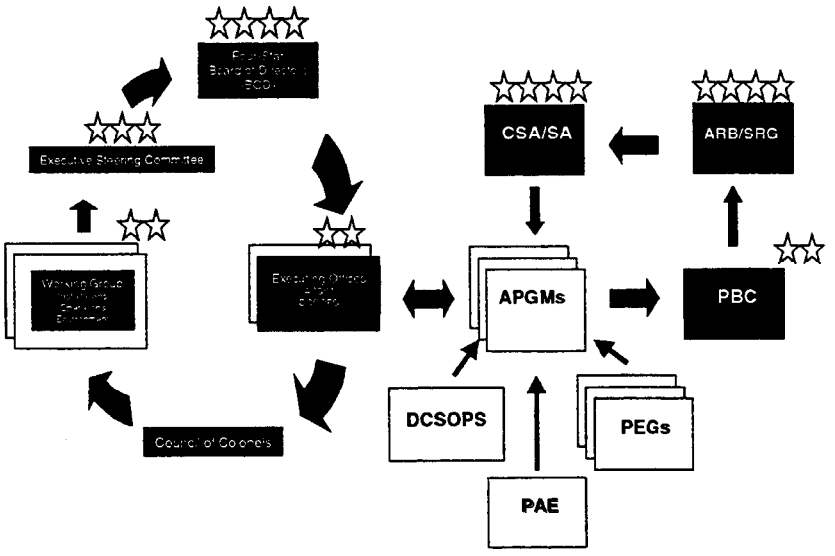

Fig. 5. TEMG-PPBES Relationship

f. Operational Directive

Planning and execution. An Operational Directive supporting this mission will be published as the "front line" executing arm of this plan. Agencies and commands identified in the Operational Directive are responsible for developing, implementing, and overseeing specific action plans **to** address the issues or opportunities and accomplish actions within their respective lines of authority.

Evaluation. Lead agencies and commands will report progress on completion of assigned actions to the ACSIM and DCSOPS or designated lead on the Army Staff. The Transformation Environmental Management Group's Council of Colonels will review the status of actions and report issues and recommendations in accordance with the review and approval procedures established in paragraph "e" of this plan (Transformation Environmental Management Group).

GLOSSARY

AAA	Army Audit Agency
AAEMIS	Army Automated Environmental Management Information System
ACSIM	Assistant Chief of Staff for Installation Management
AEC	Army Environmental Center
AEPI	Army Environmental Policy Institute
AETMP	Army Environmental Training Master Plan
AMC	Army Materiel Command
AOR	Area of Responsibility
APGM	Army Program Guidance Memorandum
AR	Army Regulation
ARB	Army Resource Board
ASA (ALT)	Assistant Secretary of the Army for Acquisition, Logistics and Technology
ASA (I&E)	Assistant Secretary of the Army for Installations and Environment
BLM	Bureau of Land Management
BOD	Board of Directors
BRAC	Base Realignment and Closure
CA	Chemical Agent
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CELDS	Computerized Environmental Legislative Data System
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CSA	Chief of Staff of the Army
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DCSLOG	Deputy Chief of Staff for Logistics
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DECIM	Defense Environmental Corporate Information Management
DENIX	Defense Environmental Information Exchange Network
DERP	Defense Environmental Restoration Program
DoD	Department of Defense
DTLOMS	Doctrine, Training, Leader Development, Organization, Materiel and Soldier
ECAP	Environmental Compliance Achievement Program
ECAS	Environmental Compliance Assessment System
EDIP	Environmental DTLOMS Integration Plan
EEPB	Environmental and Energy Policy Board
ENF	Enforcement Actions
EOMWG	Environmental Operations and Management Working Group
EPA	Environmental Protection Agency
EQT	Environmental Quality Technology
ESC	Executive Steering Committee
ESTCP	Environmental Science and Technology Certification Program
FORSCOM	Forces Command
FUDS	Formerly Used Defense Sites
FY	Fiscal Year
GOCO	Government Owned, Contractor Operated

GSA	General Services Administration
HQDA	Headquarters, Department of the Army
IAP	Installation Action Plan for Environmental Restoration (ACSIM)
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OSC	Operations Support Command
OSD	Office of the Secretary of Defense
OTSG	Office of the Surgeon General (OTSG)
P2P	Pollution Prevention Plan (ACSIM)
PA&E	Program Analysis and Evaluation
PBC	Program and Budget Committee
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PEG	Program Evaluation Group
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PEO-CV	Program Executive Officer – Combat Vehicles
PM	Program/Project Manager
PM-CD	Program Manager for Chemical Demilitarization
PM-IAV	Project Manager for Interim Armor Vehicles
POM	Program Objective Memorandum
PPBES	Planning, Programming, Budgeting and Execution System
RDT&E	Research, Development, Test and Evaluation
ROWPU	Reverse Osmosis Water Purification Unit
SA	Secretary of the Army
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SELC	Senior Environmental Leadership Conference
SELCOM	Select Committee
SERDP	Strategic Environmental Research and Development Program
SIR	Serious Incident Report
SRG	Senior Review Group
TEMG	Transformation Environmental Management Group
TRADOC	Training and Doctrine Command
TTPs	Tactics, Techniques, and Procedures
UFR	Unfunded Requirement

USA	Under Secretary of the Army
USACHPPM	U.S. Army Center for Health Promotion and Preventive Medicine
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USD (AT&Lli)	Under Secretary of Defense for Acquisition, Technology and Logistics
USAES	U.S. Army Engineer School

01 DEC 2000

SUBJECT: Environmental Campaign Plan Operational Directive

1. **Purpose.** To direct the execution of environmental-related actions in support of the Army Environmental Campaign Plan.

2. **Objective.** To develop and provide the requisite environmental direction, management and support needed to implement the Army's Environmental Strategy and Campaign Plan, and to identify the agencies responsible for the necessary actions.

3. **Senior Environmental Leadership Conference (SELC)** 2000. At the invitation of the Assistant Secretary of the Army for Installations and Environment, key members of the Senior Army Leadership (General Officer and Senior Executive Service) participated in SELC 2000. The SELC formed four panels that reviewed environmental issues and recommended actions needed to respond to the Army's environmental strategy and the 21st century. Specific areas addressed were: Requirements, Acquisition and Logistics; Training and Doctrine; Installation Management; and Operations. Issues were identified, and actions were assigned. In addition, a proposed management structure was developed for the Army Environmental Campaign Plan, which will serve as a mechanism for ensuring the accomplishment of assigned actions.

4. **Environmental Strategy.** The current Army Environmental Strategy was originally published in 1992. The Strategy has been reviewed and found adequate, and aligns Army Environmental Program goals with the CSA Vision and the Army Transformation Campaign Plan.

5. **Environmental Campaign Plan.** The Army Environmental Campaign Plan provides the basis for implementing the Army's Environmental Strategy. The Plan defines roles and responsibilities within each of the four focused areas: Requirements, Acquisition and Logistics; Training and Doctrine; Installation Management; and Operations. Also delineated is a proposed Environmental Transformation Management Structure to oversee implementation of the Campaign Plan.

   a. Requirements, Acquisition and Logistics. (Appendix 1)

   b. Training and Doctrine. (Appendix 2)

   c. Installation Management. (Appendix 3)

   d. Operations. (Appendix 4)

6. **Responsibilities.** a. The Army staff agency with primary responsibility for installation environmental matters is the ACSIM. Other Army staff agencies will be responsible within their respective areas. e.g. DCSOPS for training, DCSLOG for logistics, etc. b. Agencies and commands identified in the Appendices are responsible for developing, implementing

and overseeing specific action plans to address the issues and accomplish actions within their respective focus areas.

7. **Management Process.** The Transformation Environmental Group (TEMG), depicted at Figure 1, represents the leadership group and management process. A brief explanation of the responsibilities of each element within the TEMG is as follows:

Council of Colonels (COC). A TEMG Council of Colonels (COC) serves as a body that initiates the process of addressing any environmental issue or opportunity that may merit senior-level attention (Army Staff and Secretariat). A key task of the COC is to monitor implementation of each of the four focus areas. Routine issues related to these focus areas are addressed through existing bodies and organizations. The TEMG COC obtains information from various sources, to include its own members.

Environmental Operations and Management Working Group (EOMWG). Issues deemed to be of sufficient weight for consideration will be prepared and forwarded semi-annually to a working group composed of two-star-level officers and equivalent civilian executives (e.g., Deputy Assistant Secretary of the Army for Environment, Safety, and Occupational Health) for review, refinement, recommendations, and, in some cases, approval at that level. The EOMWG is co-chaired by the Assistant Chief of Staff for Installation Management (ACSIM) and the Assistant Deputy Chief of Staff for Operations and Plans (ADCSOPS).

Executive Steering Committee (ESC). This three star-level group, operating in coordination with the Principal Deputy Assistant Secretary of the Army for Installations and Environment, screens issues for the four-star-level Board of Directors (see below) and determines whether issues should be forwarded, returned for action by an existing organization, or otherwise directed for disposition. Those issues that merit Vice Chief of Staff of the Army and Under Secretary of the Army-level attention are forwarded, with appropriate supporting information, options, recommendations.

Board of Directors (BOD). This four-star-level group, co-chaired by the VCSA and the USA operating in coordination with the Assistant Secretary of the Army for Installations and Environment, will make a final determination on how issues are to be addressed.

Lead agencies will report progress on completion of these actions to the Council of Colonels. The EOMWG (2-Star) will review the status of the actions and report issues and recommended actions to a three-star ESC. This ESC will report to and advise the 4-Star Board of Directors.

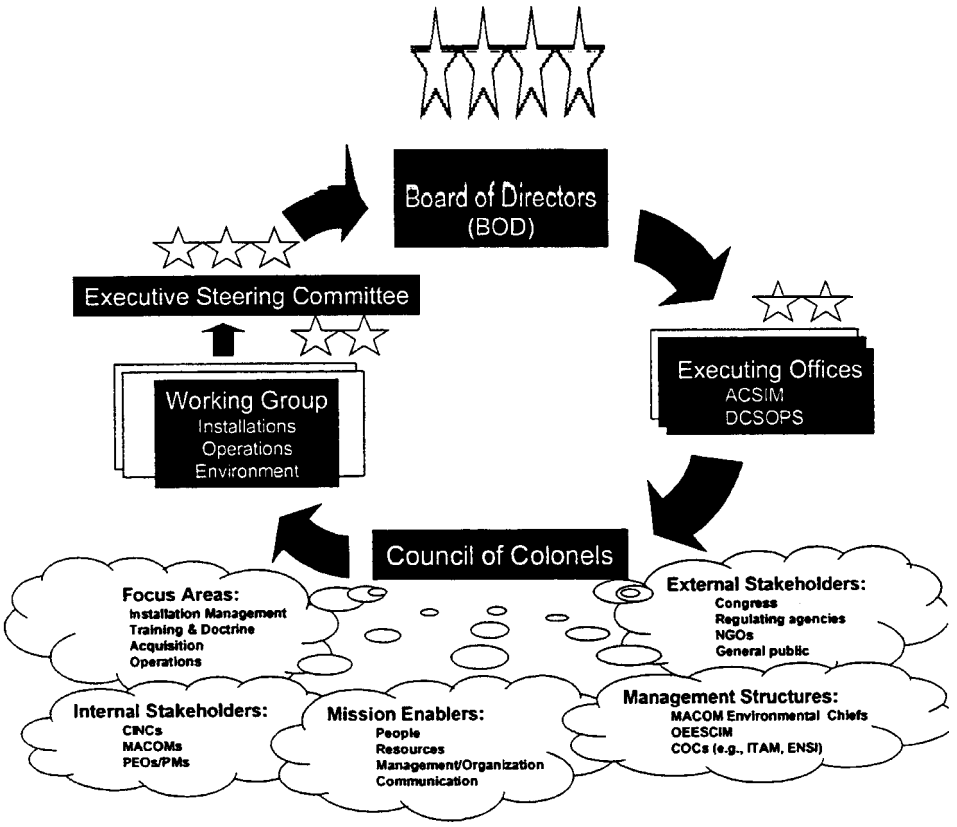
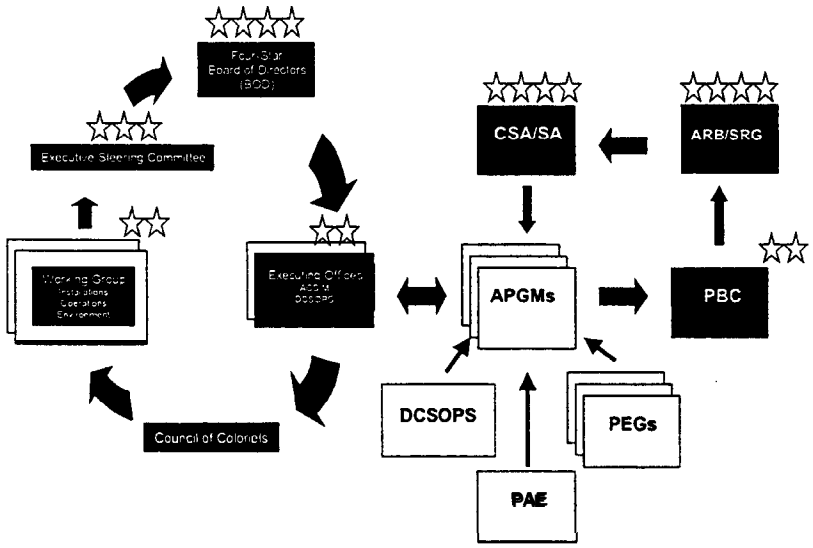


Figure 1
Transformation Environmental Management Group (TEMG)

The DCSOPS and ACSIM will provide the linkage between the TEMG BOD and the resource management system [Army Planning, Programming, Budgeting, and Execution System (PPBES)]. This is done by taking BOD decisions and guidance and publishing them as ***executive directives*** to the Director, Program Analysis and Evaluation @PA&E), ASA(FM&C), and DCSOPS. These directives are then incorporated into the Army Program Guidance Memorandum and budget guidance, as well as more specific implementing directives to the MACOMs and other designated activities.

The DCSOPS-ACSIM linkage to the PPBES should not preclude establishing partnerships with financial managers and requirements developers early in the planning process as a means of ensuring a resource perspective and prompt approval of decisions at the BOD level. See Fig. 2 on the following page for a visual depiction of the TEMG-PPBES relationship.



POM & Budget Approval Process

Figure 2
TEMG Link To PPBS Process

8. **Summary.** The Army Environmental Campaign Plan focuses on providing the Army with sound environmental stewardship. This Operational Directive will provide the means to ensure that policies are implemented by responsible agencies. As new environmental issues and opportunities become apparent during the course of execution of this plan, new actions will be incorporated through the TEMG. Within 60 days of approval of this Directive, responsible agencies will identify and report through the Council of Colonels the specific actions underway or planned, resources required, and metrics to evaluate their actions.

John M. Keane
General, United States Army
Vice Chief of Staff, Army

Gregory R. Dahlberg
Under Secretary of the Army

01 DEC 2000

4 Encl

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REQUIREMENTS, ACQUISITION AND LOGISTICS

ISSUE # 1: Army environmental policy relevant to the materiel acquisition process must be published in a timely manner.

DISCUSSION: Environmental policies and guidance must be published in a timely manner. As an example, the principal regulation defining Army actions under the National Environmental Policy Act (AR 200-2) was last published in 1988. It lacks direction for the Materiel Developer relative to acquisition and integration of environmental considerations in the systems acquisition process. Program Managers and the Army need clear policy and guidance written within the context of the materiel acquisition process, that is published in a timely manner. Most critical is guidance that emphasizes the importance of addressing environmental requirements as new equipment is procured.

ACTION:

- Publish AR 200-2 within 90 days. (ASA [I&E])
- Ensure that all new policy or change to policy is published on an interim basis within 180 days of initiation. (ASA [I&E])

ISSUE #2: The substantial RDT&E funds expended for environmental quality requirements and the significant funds, although not as visible, spent by PEOs and PMs for weapon system unique applications or by ASA (ALT)/AMC on environmentally quality related technology development, do not receive sufficient attention by senior level decision makers.

DISCUSSION: The accountability of RDT&E dollars spent on environmental quality related requirements is not identified or centrally managed. Currently, the Program Managers pay these costs for major weapon systems and the commodity commands pay the other costs. Further, other accounts (e.g., the Army's Environmental Quality Technology (EQT) RDT&E Budget Activity 1 through 4 funds), Strategic Environmental Research and Development Program (SERDP) and the Environmental Security Technology Certification Program (ESTCP) provides significant funding toward the solution of environmental issues and concerns within the weapon system acquisition process. In addition, the Army Acquisition Pollution Prevention Program (AAPPP) spends RDT&E Budget Activity 6 dollars to eliminate hazardous material requirements in military specifications and standards and for other standardized documentation. Other environmental quality RDT&E dollars are spent through the National Defense Center for Environmental Excellence (NDCEE) and on new technologies in the Conventional and Chemical Demilitarization programs. Because funding for environmental quality projects comes from so many different sources, these projects do not receive the necessary centralized attention at HQ DA during the prioritization, POM formulation and budget preparation processes. The Secretary of the Army in his memorandum: Subject: Environmental Technology Program Management and Oversight, dated February 9, 1999, recognized the need to increase attention for EQT research and development programs for the "Total Army." The memorandum states "All EQT initiatives resourced with research, development, test, and evaluation funds related to ESH shall be coordinated, planned, and programmed as necessary through the ETTC. Additionally, all

environmental quality related engineering and manufacturing development programs should also be coordinated with the ETTC."

ACTION:

- Develop implementing guidance to support the Secretary of the Army's policy established in his February 9 1999 memorandum. (ASA [I&E] with concurrence and supported by ASA [ALT]
- Develop a system of advocacy that defends environmentally quality related weapon system funds. (ASA [I&E])
- Develop a policy of advocacy at the PA&E to increase resources for environmentally sound weapon system development and management. (ASA [I&E])

ISSUE # 3 – The Army has no active program to complete development of a halon alternative for fire protection in crew compartments of future combat vehicles.

DISCUSSION: Domestic production of halon ceased on 1 January 1994. Halon required for fire and explosion protection in legacy vehicles will be supported by a "Strategic Reserve" until 2030. This reserve cannot support new system requirements such as the MAV class of combat vehicles.

ACTION:

- Provide R&D funding ($8,042K) to complete development of a halon alternative. (ASA [ALT])
- Ensure that no halon requirements are introduced in future Army weapon systems (PEO-CV/PM-IAV)

ISSUE # 4 – Combat and materiel developers (CD & MATDEVs) must be aware of new environmental regulations to assure environmental friendly weapon system development.

DISCUSSION: Currently, CD and MATDEVs do not have a full knowledge and understanding of environmental requirements as they develop and provide support for weapon systems to ensure minimal negative environmental impact.

ACTION: Establish a mechanism inter-linking environmental requirements/activities /expertise to CD and MATDEVs web based system. (ASA [I&E] lead in coordination with ACSIM, ASA [ALT] and TRADOC)

ISSUE # 5 – Additional emphasis is needed on environmental issues during the requirements determination process.

DISCUSSION: Requirements documents contain environmentally related matters that in many cases are mandated by law. Environmental considerations that are not mandated are not routinely emphasized in the combat/materiel development process. Environmental considerations should be emphasized throughout the requirements process and later tradeoff determinations.

ACTION:

- Ensure AR 71-9 provides guidance and emphasis on environmental considerations in its next revision. (TRADOC)
- Ensure that Integrated Concept Teams (ICT) include combat developers who are knowledgeable of environmental issues and regulatory requirements and are empowered to speak to and make decisions on environmental issues. (TRADOC).

ISSUE # 6 – Defining Chemical Agent (CA) "clean/safe levels" and standards are subject to regulator scrutiny, as well as internal Army debate.

DISCUSSION: Major issues exist between DoD and the regulatory community related to lack of clearly defined standards for chemical agent protection, detection and cleanup. Misuse of standards (FDWs, 3X/5X), development of land disposal regulations levels for wastes, regulator resistance to use health-risk science and movement to inappropriate use of achievable detection limits are all indicators that clearly defined "clean/safe levels" and standards are needed in the near term to resolve Chemical response/demilitarization/BRAC actions. Second and third order effects are also inherent in this determination, to include how and when these CA standards are to be applied (e.g. inappropriate use of detection limits; use of health-risk based criteria; expand/ID source applied to other standards, issues, vehicles, responsibilities, etc.)

ACTION: Develop CA standards. (ASA [I&E]/PMCD/SBCCOM/ODASAF/ODCSOPS)

ISSUE # 7 – Munitions production, maintenance, use, and demilitarization are perceived as detrimental to the environment.

DISCUSSION: Some munitions contain substances (e.g., lead compounds, depleted uranium, etc.) regulated under many environmental regulations. Application of existing environmental laws can restrict munitions management and access to and use of ranges.

ACTION:

- Assess regulatory compliance, environmental impacts and potential liability throughout the munitions life cycle. (ACSIM)
- Quantify potential operational impacts. (DCSOPS & DCSLOG).
- Develop "green munitions" requirements where appropriate. (TRADOC, DCSOPS)
- Develop "green" industrial processes where appropriate. (ASA [ALT])

ISSUE # 8 – Munitions residue presents potential explosive hazards and may contain hazardous materials requiring safe and compliant disposition.

DISCUSSION: DoD and the Army do not have an adequate program (policy, funding, procedures, data, and technology) to manage and dispose of munitions residue.

ACTION:

- Propose DoD policy (ASA [ALT]/DCSLOG/DCSOPS)
- Conduct hazardous waste determinations on standard munition residues. (ACSIM-AEC).
- Develop technology and training for assessing and removing explosive hazards associated with standard munition residues. (AMC/OSC/DAC)
- Ensure adequacy of military and civilian work force structure and funding to carry out the mission. (DCSOPS)

ISSUE #9 - Installations and users face potential training and sustaining restrictions as the result of the requirements and materiel development process of newly fielded equipment, including COTS and upgrades.

DISCUSSION: Environmental restrictions often arise as equipment is fielded and trained on by using units (e.g., ROWPU). Procedures are not in place to assure that using units are aware of possible environmental implications associated with operation of new equipment. This is particularly true of COTS items and other non-major systems for which operating and training documentation does not receive the same attention, as does documentation for major items of equipment such as a fighting vehicle. Without this information the differing environmental rules and regulations of the Federal Government and the states in which they train frequently stymie units.

ACTION: Establish policies and procedures to ensure using units are aware of the environmental implications of operating all new equipment and where they can receive assistance to ensure the use of such equipment meets environmental requirements. This underscores the need to update AR 200-2 to include a section on acquisition and fielding of new materiel. (ASA [I&E] supported by ASA[ALT])

ISSUE # 10 – The Army needs an efficient organizational approach for managing transfer and post-transfer property issues for excess properties.

DISCUSSION: Over 100 Army installations (BRAC/non-BRAC) are scheduled for disposal. Based on regulatory requirements, the Army may not be able to relinquish total responsibility of these properties for several decades because of environmental and land-use control issues. The present method of managing transfer and post-transfer property issues is inefficient, generating enormous real estate and environmental workloads in effected MACOMs.

ACTION:

Establish a centralized organization that will develop a more efficient and effective process and identify alternative organizational structures to manage and dispose of excess real property. (ASA [I&E])

ISSUE # 11 – AMC is experiencing problems completing Army environmental reporting requirements at its GOCO facilities, where operating contracts are in accordance with acquisition reform streamlining procedures.

DISCUSSION: Current GOCO, material development, and acquisition contracts require compliance with national, state and local environmental laws, but do not require necessary reports to assure compliance. GOCO and other contractors will not respond to internal reporting requirements without contract modifications and additional compensation.

ACTION: Establish appropriate contract provisions to provide essential compliance reports. (ASA [ALT])

TRAINING AND DOCTRINE

ISSUE #1: There is no single Army proponent for the environment as defined in AR 5-22.

DISCUSSION: Lack of a single Army proponent as defined in AR 5-22 has resulted in disconnects in Doctrine, Training, Leader Development, Organization, Materiel, and Soldier (DTLOMS) impacts as applied to the Army Environmental Program. Environmental training and doctrine responsibilities have been unfocused, resulting in a lack of funding to cover the Army's training and doctrinal needs. The U.S. Army Engineer School (USAES) should be responsible for the development of all environmental training and doctrinal publications. Additionally, efforts to communicate to the public the work the Army is doing in managing its natural resources and enhancing overall environmental quality have been lacking/uncoordinated and without a clear message. The environmental proponent would be responsible and provide information on environmental issues to support the mission of the MACOMs and public affairs communities.

ACTION:

- Designate and adequately resource the U.S. Army Engineer School (USAES) as the Army proponent for the environment. (DCSOPS)
- Integrate environmental considerations across DTLOMS. (USAES)
- Develop an implementation plan for training (Army Environmental Training Master Plan (AETMP)) that reflects a single Army-wide proponent capable of both directing and executing the training mission. (USAES)
- Establish an environmental lessons learned database for use by all Army organizations. (TRADOC)
- Integrate environmental considerations into FM 100-5 and leader development training. (TRADOC)

ISSUE #2: There is no centralized management/control of funding for environmental training.

DISCUSSION: Environmental training has no funding champion. In the past the ACSIM has viewed environmental training for military personnel as a training requirement to be funded by the DCSOPS. The DCSOPS has stated that military environmental training is an environmental requirement and should be funded by the ACSIM. Neither has ranked it high enough among competing requirements to be resourced with existing training funds. TRADOC has acknowledged military environmental training as a training requirement. However, its position has been that it should be funded as a DA mission, directed by the Secretary of the Army as part of the Army Environmental Strategy. TRADOC has resourced the U.S. Army Engineer School minimally as an unfunded requirement (UFR) for the last two previous years but discontinued support for this program in FYOO. Funding for civilian training currently exists in several lines with little visibility. Installation commanders must draw on OMA funds to conduct environmental training for federal, state and Army regulatory compliance. In order for the Army to show any progress in environmental stewardship, it must be willing to pay the fare for the requisite environmental training requirements throughout the force.

ACTION:

- Identify and resource installation environmental training fund requirements. (ACSIM)
- Identify and resource institutional environmental training fund requirements. (DCSOPS)
- Identify and resource environmental professionals' training fund requirements. (AMC and USACE)

ISSUE #3: Lack of Integration of Environmental Considerations into Army Doctrine.

DISCUSSION: Military environmental protection and environmental security considerations play an increasingly significant role for Army units deployed on contingency missions, as well as units training at their home installations. Doctrine serves as a foundation for change and provides the basis for common definitions and understanding. Although the Army published an environmental strategy in 1992, no connection was made between operational requirements in garrison and those in operational doctrine. As a result of this deficiency, TRADOC published two white papers to articulate the connection between the requirements and doctrine. These white papers formed the basis for the principles laid out in FM 20-400, Military Environmental Protection, and provided justification for their inclusion in FM 100-5. The single most critical doctrinal shortfall at this point is the failure to include military environmental protection and environmental security considerations in FM 100-5. Linkage between FM 100-22, Installation Management, and FM 100-5 will also be essential.

ACTION: Incorporate environmental considerations into appropriate Army Doctrine. (TRADOC)

ISSUE #4: Leader Development Course Programs of Instruction Lack Environmental Training.

DISCUSSION: Leaders at every level must understand the basic tenets of environmental and public health protection in order to make informed decisions. Different types and levels of leadership require specific knowledge and understanding. There is a weakness in environmental sensitivities and understanding among Army leaders (both civilian and military). Improved training focused on the environment can correct the weakness. Leader development course POIs generally fail to include environmental considerations. Where environmental considerations are included in the POIs, they focus only on awareness training or environmental laws and regulations, not operational considerations. Unit and installation commanders must understand environmental considerations and their relationship to the unit/installation mission. They must be knowledgeable of policies and procedures regarding the environmental program, environmental impacts on operations and associated risks. USAES has produced numerous leader development programs of instruction as part of TRADOC's Environmental DTLOMS Integration Plan (EDIP).

ACTION:

- Include environmental considerations in appropriate Army leader development courses, both military and civilian. (TRADOC)
- Request Defense Systems Management College add block of instruction on environmental concerns in PM/PEO courses. (ASA[ALT])

ISSUE #5: There is no specific training program for environmental professionals and uniformed specialists.

DISCUSSION: There are approximately 4500 environmental professionals employed by the Army. There is no specific career ladder for environmental professionals. Most environmental professionals are in Career Program (CP) 16, Engineer and Scientist (Non-Construction), or CP 18, Engineer and Scientist (Resources and Construction). CP Managers have not publicized their environmental career opportunities and thus environmental professionals feel they have a lack of visibility and want a separate career program. That notwithstanding, both CP managers for 16 and 18 believe that creating a separate career program for environmental professionals would actually be counterproductive, because it would limit the opportunities for environmental professionals to expand into a broader career program, e.g., CP 16 or CP 18. In addition, by establishing a separate career field, there would very likely be less training funds available to a new CP manager. CP Managers believe adequate progression by environmental professionals can be achieved within existing CPs by better attention to the career development for the environmental professionals, to include developing a track system within the CP. Moreover, monitorship of environmental training by the proponent (USAES) of CP16 and CP18 personnel will provide a means of assessing the career progression opportunities of environmental specialists. OCONUS troops often deploy to hostile environments with little environmental training.

ACTION:

- Develop an action plan that describes how the CP 16 and CP 18 managers intend to establish an improved career development program for their environmental specialists that would include requisite training. (USAMC and USACE)
- Develop a technical track and its associated training needs common to CP 16 and CP 18, for progression within both career programs. (USAMC and USACE)

INSTALLATION MANAGEMENT

OVERARCHING ISSUE: The Army must implement an integrated environmental strategy, linking objectives to resources, with defined end state, that actively engages stakeholders at all levels.

ISSUE #1: Objectives and resources are not currently linked.

DISCUSSION: Policy goals and objectives articulated in the Army Environmental Strategy (1992) were not fully realized. This was due to a disconnect between strategic objectives and the POM and budgeting processes. Therefore, there is a need to develop policies, plans, and procedures at all command levels that tie objectives to resources.

ACTION:

- Establish a Transformation Environmental Management Group (TEMG) consisting of a 4-star/ASA (I&E) board of directors, 3-star executive steering committee, Z-star working group and council of colonels, as recommended by the SELC, to establish priorities, identify resources, and monitor progress. (VCSA)
- To assure predictable funding, all installation environmental plans (e.g., ICAP, INRMP, ICRMP, P2P, IAP, etc.) must cover at least five years, include resource requirements for each of those years, address desired end state, and be signed by the commander. Resource requirements articulated in these plans will serve as the basis of building the MACOM POM. HQDA should issue guidance/policy in this regard. (ACSIM)
- Develop and disseminate a clarified definition of "must fund" requirements and "ownership" (functional proponency) that addresses long-term (i.e., preventive) investments, infrastructure fixes, logistics, acquisition, and ITAM. (ACSIM)
- Develop and obtain appropriate approval of HQDA policy that requires resourcing of all validated "must fund" requirements at 100%. (ACSIM & MACOMs)
- Identify and provide resources to repair/replace infrastructure that is causing environmental damage (ACSIM).
- Identify and provide resources to fund ITAM (DCSOPS).
- Develop predictive model to determine costs of regulatory requirements, including anticipated future requirements; use resultant information in building installation plans and POMs. (ACSIM).

ISSUE #2: The Army needs to articulate the desired end state for the environmental program and promptly fix problems that are identified.

DISCUSSION: Current metrics (ISR, EQR) do not give Commanders what they need to assess the health of the program and make mid-course corrections. ECAS corrective action plans are not tracked through to completion; 38% are unimplemented.

ACTION:

- Establish management-level performance measures, based on leading indicators, for the environmental program in ISR Part II (and ISR I & III, as appropriate), and incorporate into reviews by the TEMG. (ACSIM)
- Establish a linkage between ISR Part II, and appropriate aspects of ISR I & III and environmental plans and resources. (ACSIM and MACOMS)
- Establish and issue a policy and supporting guidance, as appropriate, requiring installations to submit all ENFs through their MACOM to HQDA within 48 hours after receipt. Establish procedures to notify senior leadership of all ENFs via Army Knowledge On-line. (ACSIM and MACOMs)
- Review ECAS results, track progress, and report to HQDA on ICAP execution. (MACOMs)
- Establish and issue a policy requiring installations to include a compliance through pollution prevention (P2) section in P2 plans (ACSIM)
- Establish policy and guidance for sustainable design and development for Army installations. (ACSIM and USACE)

ISSUE #3: The Army environmental program must actively engage all stakeholders at all levels of the Chain of Command.

DISCUSSION: The Army environmental program has five major stakeholders: the installation commanders, who bear personal and organizational responsibility; the environmental regulators, who are tasked with enforcing the germane laws and regulations; the public, which is highly sensitive to environmental issues; MACOM Commanders, and leaders at HQDA, who have a stake in ensuring that the environmental program supports the Army mission. All of these stakeholders must be actively engaged in ensuring the success of the program.

ACTION:

- Establish a policy that Installation Commanders will brief local/state regulators annually on their environmental plans and progress toward program goals. (ASA [I&E])
- Establish a policy that the 5-year environmental plans will be made available to the public. (ASA [I&E])
- Establish a policy that MACOM Commanders will brief Regional regulators, and ACSIM will brief National regulators annually on plan progress. (ASA [I&E])

OPERATIONS

ISSUE #1 : The Army must include environmental concerns into all aspects of operations.

DISCUSSION: Military operations encompass a number of distinct phases, starting with home station training and ending with redeployment and demobilization. Environmental concerns can, and have had significant impact on each of the phases of the operations cycle. The failure to consider and plan for environmental concerns presents a real vulnerability for and execution of the Army's principle mission – the ground component of our national military defense team. Environmental issues need to be imbedded within the planning and execution process.

ACTION:

- Institutionalize throughout training and doctrine how to properly plan for Environmental Security concerns. (TRADOC)
- Ensure Mobilization Plans accurately capture mobilization requirements and all necessary environmental documentation (e.g., NEPA analysis and permits) have been completed. Every available Presidential exemption(s) codified in the various statues should be identified for inclusion in decision matrices. (FORSCOM)
- Develop a comprehensive environmental Decision-Support tool for mission planning which contains links to existing databases containing worldwide environmental data maintained by appropriate CINCs. (DCSOPS/DCSINT)
- Modify contingency plans to take into account natural obstacles and potential industrial environmental threats in the AOR. (DCSOPS)
- Design a non-tactical BASEOPS type of engineer support element that includes environmental management and oversight responsibilities for contingency operations. (TRADOC)
- Ensure that all environmental After Action Reports are written and submitted to the Center for Army Lessons Learned (CALL) in a manner that is readily accessible by mission planners and operators, and which are in coordination with the USAES established database for integration of environmental lessons-learned. (FORSCOM)
- Ensure adequate acclimatization periods for reserve component soldiers are built into the time required for post-mobilization train-up. (FORSCOM)

ISSUE #2: The Army must ensure it has sufficient usable land and facilities to conduct its training, mobilization, and deployment missions under maximum surge conditions for both the current and Objective Force structure.

DISCUSSION: Environmental and urban encroachment pressures will continue to reduce and restrict the availability of Army land and facilities. As the Army transforms into the Objective Force, requirements for usable land will increase. In addition to maintaining the current land base, the Army will likely require additional maneuver land to train the Total Army upon mobilization. The land requirements must be calculated at the height of mobilization surge strength. Additional land purchases or maneuver rights will be very difficult in the future.

ACTION:

Develop a comprehensive Training Land Strategy. The strategy must:

- Consider the early use of Reserve Component forces in the Time-Phased Force Deployment Data. (FORSCOM)
- Examine and establish the true delta between the steady-state land and facility requirements and those required at the height of mobilization surges. (DCSOPS/ALL MACOMs)
- Address the needs of the Objective Force Brigade as they transform to a structure of four maneuver battalion-equivalents (DCSOPS)
- Consider dual utilization of training and testing lands on a corporate basis. (DCSOPS)
- Include a proactive information campaign to describe the Army's environmental ethic and to create or reinforce the perception of the Army as a good land steward. (DCSOPS/ACSIM)
- Reinforce the importance of the ITAM program. (DCSOPS)

ISSUE #3: There is no uniform policy on standards for hazardous waste storage and disposal by deploying forces.

DISCUSSION: A major goal of the transformation process is to reduce the size of the logistical tail. Units must take more than needed to the AOR, and what they take must be more easily stored, handled and disposed.

ACTION:

- Ensure that contracted resources such as LOGCAP include a full range of capabilities to support handling, storage, and disposal of solid waste, hazardous materials, and NBC contaminated materials. (DCSLOG)
- Remove all hazardous material items from GSA catalogs when there are acceptable substitutes that are non-hazardous. (DCSLOG)
- Require materiel developers to consider the life cycle costs of disposal when they create and field new products. (ASA [ALT])